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SOUTH CAROLINA SCHOOL FOR THE DEAF AND THE BLIND

SHEILA S. BREITWEISER, Ed.D.
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OCT 22 1999

STATE DOCUMENTS

October 18, 1999

Ms. Karen Amos
Office of State Budget
1122 Lady St., 12th floor
Columbia, SC 29201

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OCT 19 1999

Budget & Control Board
OFFICE OF STATE BUDGET

Dear Ms. Amos:

Enclosed is the South Carolina School for the Deaf and the Blind's Accountability Report for FY 1998-99. The outcome measures presented were determined by the following process: Several years ago, the SCSDB Board of Commissioners, the school president and senior management staff met to formalize 1) the agency's mission and 2) identify the process for developing a strategic plan. Consequently, the mission statement was created and the process for developing a strategic plan emerged. The process for developing the strategic plan involved surveys of staff and parents, as well as obtaining input from Focus Groups. Focus groups included staff, parents, board members, alumni and other related stakeholders. The strategic plan that resulted is very comprehensive and it soon became apparent that implementation of the plan would require that priorities be established. The priorities would then be translated into annual goal statements. The agency's senior management staff was charged with developing annual goal statements.

The agency's president, for the last two years, has convened the senior management for a two day retreat to discern annual goal statements. The goal statements are the basis for performance measures included in the report. The ultimate measure of success for SCSDB is the individual success of the students and clients we serve.

However, Human development, particularly in children with sensory disabilities, cannot be adequately quantified within a twelve-month period. The child who enters SCSDB today-withdrawn and fearful-becomes confident and skilled enough to perform a rendition of the National Anthem at a televised NFL game. How is that individual progress measured and what value do we assign to

South Carolina's Resource Center for the Deaf and the Blind

Programs for Preschool, Elementary, High School, Sensory Multidisabled, Vocational, and Postsecondary Students
A Wide Variety of Outreach and Support Services

Accountability Report
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individual growth and development? Consequently, the enclosed report provides general information about the agency that may give the reader a greater appreciation for the day-to-day activities that occur in working with these special children. The report also attempts to capture some of the successes and achievements that directly or perhaps indirectly contribute to the agency mission and the individual success of people with sensory disabilities

If you have questions concerning the information submitted, please call me at (864) 577-7500.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Sheila Breitweiser".

Dr. Sheila Breitweiser
President, SCSDB
Enclosures

Executive Summary

We have attempted to condense the agency's numerous and diverse programs, services and activities into three key areas: 1) Educational Programs 2) Outreach Services and 3) Facility Improvements. As stated in the letter of transmittal, additional information, a SCSDB Fact Sheet and a Summary List of Accomplishments during the 1998 1999 year is attached.

The key measure used for Educational Programs reflects the percentage of students achieving the goals identified in their individualized educational plans (IEP). The key measures used for Outreach Services are the number of additional families with young children receiving services.

The agency works collaboratively with a host of other agencies and school districts. Some of those agencies and collaborative efforts include but are not limited to: Department of Mental Health, Department of Disabilities and Special Needs, Department of Social Services, Commission for the Blind, Vocational Rehabilitation, Spartanburg Technical College, Department of Education, School Districts across the state as well as enjoying successful mainstream program with local school districts.

**MISSION STATEMENT OF THE
SOUTH CAROLINA SCHOOL FOR THE DEAF AND THE BLIND**

The Mission of the South Carolina School for the Deaf and the Blind is to provide quality comprehensive educational, vocational, and developmental services to individuals who are deaf, blind, or sensory multidisabled so that they may achieve their greatest potential of independence

and

to serve as a resource center providing leadership, information, and technical assistance to organizations and individuals concerned with services to people with sensory disabilities.

**VISION STATEMENT OF THE
SOUTH CAROLINA SCHOOL FOR THE DEAF AND THE BLIND**

The vision for the South Carolina School for the Deaf and the Blind is to be an internationally recognized model agency offering highest quality services to people who are sensory disabled, their families and the professionals who serve them.

Leadership System

The agency president, appointed by the SCsDB Board of Commissioners, serves as the CEO. The senior leaders, known as the executive staff, report directly to the president. The executive staff comprises the Vice-President, Principal of the School for the Deaf, Principal of the School for the Blind, Principal of the School for the Multihandicapped, Director of Support and Outreach, Director of Residential Life, Director of Administrative and Physical Support Services, Executive Director of the Foundation and the Public Information Director. The President, for the last two years had convened the executive staff for a two day, off campus, but local retreat to discern the annual goal statements. Quarterly meetings are held to report progress and discuss barriers to goal achievement. Additionally, the executive staff meets twice monthly; one time to report and discuss issues related to the day to day operation of the school. And a second monthly meeting that brings executive staff together to focus their discussion on a theme (such as safety, marketing) to create a vision for future success. Also, monthly managers' meetings are held to discuss issues that impact the agency as a whole. Division Directors convene meetings with their respective departments at their discretion as needed. The SCsDB Board of Commissioners meets quarterly to hear reports from the president, and the executive staff as well as to review and establish policies. Other mechanisms by which the agency's values and expectations are communicated include but are not limited to:

Three agency meetings are held annually with all employees being invited: 1) a Back to School "kick-off", 2) a mid-year state -of- the-agency address from the president and 3) an annual employee recognition meeting at the year's end. Weekly and Monthly Newsletters are published by the President's Office as well as numerous other printed publications. The agency has a Web Site (Home page attached). Also, the President conducts 12 -15 meetings annually where small groups of employees from all departments and all three shifts are randomly selected and invited to an informal discussion with the President.

The above is a brief summary of the leadership system and communication of the agency's values and expectations utilized at SCsDB.

Customer Service and Satisfaction

Development of a strategic plan, as mentioned in the letter of transmittal, led to a survey of parents in 1997. While the survey was conducted in 1997, it has been a basis for the management staff to focus on the expectations of parents. The survey covered six major categories:

- 1) Campus Physical Environment
- 2) Student Achievement
- 3) Support Services
- 4) Student Activities
- 5) Staff
- 6) Parent Involvement

Areas with the lowest ratings in each of these categories were and are still being addressed. For instance, in the Campus Environment category, condition of facilities received the lowest rating. In Student Achievement, availability of equipment and technology received the lowest rating (further detail available upon request). Another parent/family survey is underway to gather new data based on the same or similar questions and to compare current data with base line data gathered two years ago.

In addition, assessing customer satisfaction takes place via informal dialogue on a daily basis between principals, teachers and often the President. Parents are invited to open house at the beginning of the school year and invited to serve on the School Improvement Council, which meets quarterly with staff, faculty and administration. There are numerous other opportunities for parent involvement including parent/teacher/student organizations, town meetings, special interest groups, external programs and volunteer opportunities.. Opportunities to address and resolve concerns received better than average ratings from parents in the survey. Since 1997, school safety has not only become a national issue, the dialogue with parent over the last three years indicates that school safety is of utmost importance. SCSDB has recently distributed a follow up parent survey that will be used to monitor progress over the last three years, as well as to ensure programs and services remain focused on customer expectations.

There have also been informal surveys of students that cover a variety of issues. The educational and residential staff have given significant consideration to the results of the student surveys.

It was learned that a primary concern of students was feeling safe and having a non-disruptive learning environment. Consequently, a revision to the Student Code of Conduct was made that enhances the behavior of students that contributes to an enhanced learning environment.

SCSDB continually tries to focus on customer service to all our constituents. The students, clients and families we serve are our primary customers, hence the above addresses only those three groups.

Description of Programs

Program Name: Educational Programs (Division of Programs for the Deaf, Division of Programs for the Blind, Division of Programs for the Multihandicapped, Division of Post Secondary Programs

Program Rank: 1

School for the Deaf

Our educational programs in the School for the Deaf are tailor made to meet the varying needs of our students. Our students and teachers are encouraged to provide a total communication environment for students using every available means to communicate.

The Mainstreaming Program, established through with Spartanburg's School Districts 6 and 7, allows qualified students to attend some regular classes each day in the public schools. SCSDB teachers of the blind or interpreters for the deaf accompany the students.

School for the Blind

Our teachers in the School for the Blind have specialized training in serving visually impaired and certification in their subject areas. Our classrooms and library are equipped with braille, talking and large print books, brailers, enlarging aids and instructional technology.

The Mainstreaming Program, developed with Spartanburg's School District 7, enables SCSDB students to attend classes in one of the state's leading public school districts with SCSDB providing special education support and personnel to work with the mainstreamed student. Each student involved in the mainstreaming program utilizes a resource room staffed by SCSDB teachers throughout the day. Students may also take advantage of after-school programs at SCSDB.

School for the Multihandicapped

A lifestyle that is as independent as possible is our goal for every sensory multidisabled student. We begin by helping the student meet his basic needs of mobility, communication and nourishment. We gradually progress to helping develop skills that will enable the individual to hold a job and live with family or within a supervised environment. We keep abreast of technological developments, physical therapy techniques and teaching methods as we strive to improve the lives of those we serve.

Program Cost: \$5,352,902.00

Program Goals: Program goals are also designed to provide a full range of educational, instructional and residential programs and services to meet the diverse needs of students with sensory disabilities. These needs are translated into goals and objectives that are developed for all SCSDB students through their Individual Education Programs (IEPs). To develop positive, active parent involvement representative of all sectors of the student population.

Program Objectives:

- To ensure 80% of the student population in the School for the Deaf attains at least 70% of the goals and objectives identified in Individualized Education Programs (IEP).
- To ensure 80% of the students enrolled in the School for the Blind attain at least 70% of the goals and objectives identified in Individualized Education Programs (IEPs).
- To ensure 60% of the student population in the School for the Multihandicapped attains a 70% annual achievement rate on Individualized Education Program (IEP) goals.

Program Results:

Outcomes:

- 91% of all the students in the School for the Deaf met their 1998-1999 IEP goals.
- 90% of the students in the School for the Blind completed 75% of their goals.
- 80% of the students in the School for the Multihandicapped made at least 70% progress toward IEP goals.

Program Name: Support Services and Outreach (including Vocational Training Program)

Support Services and Programs

Through a variety of support services and programs, SCSSDB determines and meets the unique needs of each individual client. Among others, these services include:

- Psychological Services
- Vocational Training
- Counseling Services
- Physical Education and Athletics
- Audiological Services
- Speech and Language Services
- Physical and Occupational Therapy Services

Outreach Services

As part of its commitment to serve South Carolina as a statewide resource center, SCSSDB provides a number of services for sensory disabled individuals, their families, and the professionals who work with them. Among others, these services include:

- Early Intervention Services
- Sign Language Interpreter Services
- Orientation and Mobility for the Blind
- Itinerant Teacher Services for the Blind
- Braille/Large Print Services
- Diagnostic/Assessment Services
- Educational Workshops/Programs
- Summer Programs
- Captioned Films, Videos and other Informational Material Dissemination
- Outreach Centers in Charleston, Columbia, Conway, Florence, Spartanburg and Rock Hill

Vocational Training Programs

Through Vocational Training programs at SCSSDB, the sensory disabled are overcoming obstacles to education and employment. A number of partnerships with businesses and colleges make a wide variety of educational and occupational experiences possible. The four basic programs of study are:

- Vocational Training
- Industrial Skills Development Center
- Cooperative Program with Spartanburg Technical College
- Independent Living Skills Program

Program Rank: 2

Program Cost: \$5,642,130.00

Program Goal: To provide comprehensive support/ancillary services to students, and statewide outreach services to individuals who are sensory disabled, their families and the professionals who work with them.

Program Objectives:

- The Early Intervention Program will increase the number of families of children from birth to age three receiving services by 5%.
- Expand the number of interpreting contracts through the Department of Outreach Services.
- Develop the implementation of an Occupational Diploma for those students ineligible for a state high school diploma.

Program Results:

Outcomes:

- The Early Intervention Program increased the number of families (from birth to age three) receiving services by 9%. 1997-98: 298 families, 1998-99: 323 families: (Additional detail data available)
- The number of interpreting contracts through the Department of Outreach Services increased by 7. (Additional detail data available)
- An Occupational Diploma program was established with first year implementation scheduled for the 1999-2000 school year. The 1999-2000 year is the base line for data collection regarding students seeking the occupational diploma.

Program Name: Facility Improvement

Program Description: The SCSDDB campus is approximately 160 acres with 38 aging buildings. Deferred maintenance, accessibility and safety issues have become paramount to ensure an acceptable and conducive environment for learning

Program Rank: 3

Program Cost:

Program Goal: The goal of this program is to ensure that all facilities and properties are safe, accessible, and in a condition that contributes to the welfare, education and development of students with sensory disabilities. Goals are to increase base line safety, improve efficiency and economy of plant operations, and to decrease incident reports.

Program Objectives: Identify resources that would fund the creation of a comprehensive Master Plan for all campus facilities as well as adequate funding to implement the plan.

Program Results:

Legislative funding made available for the 1999-2000 year. Campus Safety and Facility Master Plan expected to start November, 1999. The 1999-2000 year is the baseline for data collection regarding increasing safety, improving efficiency and economy of plant operations, and decreasing incident reports.

Fact Sheet

History

Founded in 1849 by a local minister, Reverend Newton Pinckney Walker

Began with an enrollment of five deaf students

Identified as the tenth U.S. residential school for children with sensory disabilities

Known for 150 years of service to deaf and blind individuals in South Carolina

Governance

Governed by an all-volunteer Board of Commissioners appointed by the Governor of South Carolina

Board includes representatives of each of the state's six Congressional districts, the deaf community, the blind community, the sensory multidisabled community and the state at large

Ex officio Board members include the State Superintendent of Education, the Commissioner of the Department of Health and Environmental Control and a representative of the Governor's office

Facilities

Located on the original founding site in Spartanburg County

Based on a campus of 160 acres with 38 buildings

Known for Walker Hall, its signature building, which was placed on the national historic registry in 1977 and is being studied for major renovation and repair work

Shared with outside groups for community educational, social and athletic activities

Identified as the cultural, athletic and educational center for South Carolina's deaf and blind communities, including serving as the home of the South Carolina Museum of the Deaf and the future home of the State Museum for the Blind

Home to a myriad of educational and administrative programs

Operational center for statewide services to citizens of all ages with sensory disabilities

Staff

388 full-time staff members

Professional leaders who speak at conferences, teach classes and publish in educational journals

19.84% of the faculty and staff have advanced degrees in their fields, at the master's or doctorate level

Students and Clients

Offering services statewide to deaf, hard-of-hearing, blind and visually impaired individuals of all ages, their families and professionals who work with them

450 students from throughout the state served on the Spartanburg campus—preschool through post-secondary

Six buses transport day students Monday - Friday within the upstate. Dormitory students are bused home on Fridays and are returned on Sunday evening. Weekly routes include Myrtle Beach, Georgetown, Charleston, Beaufort and points between.

Increasingly complex student population, with 100 students on campus using wheelchairs or other orthopedic devices for travel and 160 students on campus with identified chronic health problems, including seizures and Attention Deficit Disorder

65 percent of students are Medicaid eligible

Nearly 700 additional preschool children and their families served through Early Intervention Programs from the six regional SCSDB Resource Centers located throughout the state

More than 160 blind and visually impaired individuals across the state served by SCSDB Orientation & Mobility specialists

Statewide outreach services include interpreting, early intervention, Braille and sign language instruction, Braille/large print, audiological and low vision assessments, among many others

9,000 contacts made annually with students, clients, families and professionals

Programs

Provides services on the Spartanburg campus and at five other regional resource centers in Columbia, Charleston, Conway, Florence and Rock Hill

Hub of services in South Carolina for professionals and families in the field of sensory disabilities, including Braille services, Braille classes and sign language classes

Mainstreaming program with local public school districts allows students to benefit from specialized services and resources at SCSDB while taking some courses in the public schools

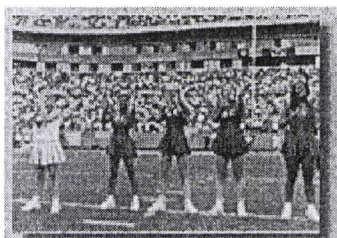
Recognized for its innovative services, such as summer leadership and arts camps for South Carolina students with sensory disabilities including public school students

Provides services to post-secondary students, through collaboration with the South Carolina Department of Vocational Rehabilitation, South Carolina Commission for the Blind, Spartanburg Technical College and local businesses

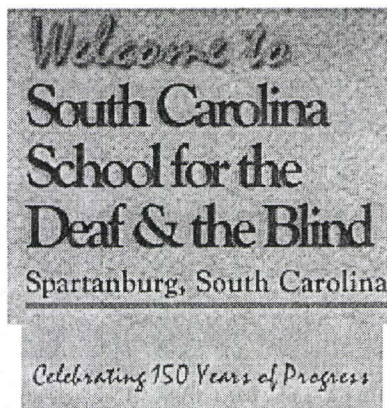
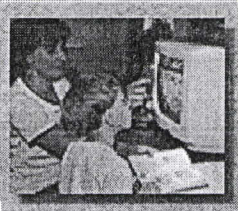
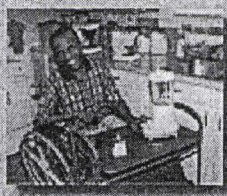
Funding

80 percent of \$19.2 million budget provided by the State of South Carolina with the remainder provided through private contributions, federal grants and fees charged for many services

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**SCSDB News
Update**



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Monday, October 18, 1999

Accomplishments at the
South Carolina School for the Deaf and the Blind
During 1998-99 Fiscal Year

Student and Client Services

- Peer Mediation training implemented in Middle and High Schools
- PATHs self esteem curriculum training held and implementation process begun
- Occupational Diploma Program developed
- Cultural Diversity Experiences and curriculum offerings expanded
- Keyboarding classes added in the School for the Blind
- Career Day included guest speakers, exhibits and college recruiters' presentations
- Short-term Placement Program established for public school students seeking to learn specific skills in Orientation and Mobility, Braille and Independent Living
- Reverse mainstreaming program piloted for preschoolers in the School for the Blind
- Increased number of school districts served by School for the Blind outreach services
- Gymnastics program established for School for the Deaf students
- Ballet program for School for the Deaf students, established last school year, continued
- Free public hearing screenings conducted throughout the state
- Speech screening conducted locally
- Educational Accountability Task Force established
- Outstanding IDEA (Individuals with Disabilities Education Act) Compliance Review received
- Year-long review of SCPI (Sign Communication Policy Interview) Policy completed
- Seven summer programs planned for June and July 1999
- Approximately 80 applicants for admission of new students processed
- Approximately 50 new students enrolled
- Vocational partnerships with Spartanburg Technical College expanded
- Massage Therapy Certificate Program developed
- Smart Centers established to increase after-school learning opportunities
- School for the Multihandicapped ACT Team (Augmentative Communication Team) provided individual student communication systems, held bimonthly meetings and provided classroom consultations
- Multihandicapped students participated in Accelerated Reader Program and pen pal classrooms
- Dormitory management team restructured to create dormitory director positions
- Piedmont Regional Very Special Arts Festival hosted by SCSDB

Student Accomplishments

- Top science students in the School for the Blind attended Space Camp
- School for the Deaf students placed first and third in regional Optimist speech competition
- Five students competed in regional Academic Bowl at Eastern North Carolina School for the Deaf
- School for the Blind Students' clay sculptures displayed at First Night Greenville
- Scott Smith, a student in SCSDB's Cooperative Program with Spartanburg Technical College, was named outstanding student with disabilities by the Spartanburg Mayor's Committee on Employment of People with Disabilities
- Three SCSDB students received WSPA-TV's *Best of the Class* nominations for academic excellence
- School for the Deaf students won top honors at the national Creative Arts Festival in Chicago
- School for the Multihandicapped students participated in Spartanburg County Art Exhibit

- Eight students from the School for the Deaf performed the national anthem at the Carolina Panthers Game in recognition of International Deaf Awareness Week

Technology Improvements

- Innovative two-way video conferencing project nominated for Computerworld Smithsonian Award by BellSouth Corporation
- Captioning Capability added in the Videotaping Center of the Cleveland Learning Resource Center
- Information Technology Vocational training program enhanced by the donation of Pentium computers from BMW
- Advanced computer training offered to vocational students, including desktop publishing, home page development, e-mail and graphics
- Student access to e-mail project piloted

Facility Improvements

- Track resurfacing was completed and lighting was added with Citgo Petroleum, Spartanburg County Foundation and Spartanburg County funding assistance
- Sensory Garden replanted and completed
- Construction of Pavilion/Outdoor Education Area begun in School for the Blind utilizing gift wrap sales and private funding
- Landscaping project completed with assistance from the State Department of Transportation and Milliken and Company
- Outdoor seating areas placed near School for the Blind playground and garden
- Braille signs replaced in garden in front of Walker Hall
- Schools for the Deaf and Blind playgrounds dedicated
- Safety padding installed in Herbert Center Dormitory
- Layout/plans for the Student Activity Center developed

Parent Involvement

- Parents participated in Opening Day Registration
- Parent Leadership Training Program held
- PTO (Parent Teacher Organization) restructured in the School for the Blind
- Parents' Appreciation Day held in School for the Blind
- Parents encouraged to attend student activities throughout the year

Faculty and Staff

- Marty McKenzie and other SCSDB staff members made presentations on technology throughout the state
- Christine Wagner, a teacher in the School for the Deaf, selected to attend the 1999 Participatory Learning, Understanding and Sharing Institute at Roper Mountain Science Center in Greenville
- Mary Sonksen, an instructor in the Vocational Program received the Outstanding Leadership award for her service as chair of the Spartanburg Mayor's Committee on Employment of People with Disabilities committee.
- Jack Slemenda and Terri Kitts, who work in SCSDB's mainstreaming program, selected to present their research and findings relating to educational interpreting at the Gallaudet/Flagler Southeastern Empowerment Conference and at the Conference of American Instructors for the Deaf
- Increased Staff training provided in Adept, computer classes, sign language, PATH training, peer mediation and blind etiquette and sensitivity training

- Jackie Ferguson was named head coach for the Special Olympics World Games track team held in Raleigh, NC in Summer 99
- Rhonda Bowen coached at the International Games for the Blind, the National Youth Goalball Tournament, the USA Indoor Track Championship, the United States Association of Blind Athletes (USABA) Indoor Track Championship, the Southeastern Games for the Blind, USA Penn Relays. She was also named to the USABA Strategic Planning Committee, USABA Track and Field Coordinator and elected vice president elect for the Eastern Athletic Association for the Blind.
- Lawrence Sloan nominated as BlueCross BlueShield of South Carolina Ageless Hero
- For the second consecutive year, SCSDB was the recipient of the Outstanding Service Award for Goodwill Industries of Upper SC, Inc. in appreciation for sign language interpreting services

Communications

- SCSDB students featured on "CBS This Morning"
- 150th Anniversary Celebration and Walker Hall cornerstone used to communicate the SCSDB Story throughout the year
- SCSDB 150th Anniversary Celebration featured in *Silent News* and *Deaf Life*, both national publications
- SCSDB Web Site established
- Writing, Layout and Design of SCSDB Historical Book Begun
- Electronic Version of *President's Weekly News* established

Athletics

- Sonya Bell was one of eight women selected to participate in an exhibition event at the IAAF (International Amateur Athletic Federation) World Championships in Seville, Spain in August. Sonya also participated in the United States Association of Blind Athletes (USABA) World Games for the Blind in Madrid, Spain, the USABA Indoor Track Championship in Colorado Springs, Colo. and a USA Indoor Track Championship demonstration run in Atlanta, Ga.
- Wheelchair athlete Ervin Livingston met basketball star Michael Jordan through the international Starlight Foundation. Ervin competed for the United States boccia team in the World Cup Championships in New York and was selected for the World Cup Championships in Argentina.
- SCSDB students met Olympic track and field star Jackie Joyner-Kersey during the City of Spartanburg's Martin Luther King Day Celebration
- Mandi Holley won three gold medals at the Junior Nationals Multisport Competition in Baltimore, Maryland
- SCSDB hosted the 11th Annual Mason-Dixon Girls' Basketball Tournament
- School for the Deaf students, Jessica Smith and James Kanott, were recognized as Deaf All-American Basketball athletes. James Kanott was also named to the first team All-Region IIA and received honorable mention All-Area.
- One thousand athletes participated in Special Olympics Track and Field competition held on the SCSDB campus. An additional 500 coaches and supporters attended.
- SCSDB boys placed third in goalball at the Eastern Athletic Association for the Blind Tournament. K.C. Johnson and Royal Mitchell were named to the all-tournament team.
- Royal Mitchell competed in the International Games for the Blind in Bruno, Czech Republic, the United States Association of Blind Athletes Indoor Championship in Colorado Springs, Co. and the USA Penn Relays
- Terry Baker and Lee Kirby were named to the Team USA Track Team for the World Games in 1999.
- SCSDB placed first in male goalball and fifth in female goalball at the Southeastern Games for the Blind in Fort Jackson, SC